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MEMORANDUM FOR: DDI

This may be of interest.

C
Willicam J. Casey

Attachment - Memo dated 16 April 1982
re Training in Intelligence Analysis
OTE 82 6724

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Date 22 April 1982

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MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration

FROM:
Director of Training and Education

SUBJECT: Training in Intelligence Analysis

REFERENCE: Memorandum for DTE from DCI, dated 7 April 1982, Same Subject

1. Thank you for your encouraging comments. Training in intelligence analysis has been a rewarding endeavor. As you note, there remain a number of areas in which we seek improvement. One of the most important is the need to make systematic training available to all new analysts. We do not now reach all of these new analysts early in their period of service. We are in close touch with the Directorate of Intelligence seeking ways of adjusting teaching and work schedules in order to increase the total number of new analysts trained.

2. In a number of our existing courses, we attend to some of the other matters mentioned. We are continually experimenting in this area. For example, students in the various courses in intelligence analysis are required to struggle with the production of key judgements for an intelligence estimate. We attempt to select a "front burner" issue, and we insist that the students assign probabilities to their conclusions and indicate levels of confidence. The whole question of the production of intelligence estimates is also addressed in certain non-specialized courses such as the Senior Officer Development Course, the Midcareer Course, and the Advanced Intelligence Seminar. This effort has been useful in alerting officers from throughout the Agency to the requirements and problems involved in getting out the final product of the intelligence cycle.

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SUBJECT: Training in Intelligence Analysis

3. Some of your other suggestions such as the significance of alternative hypotheses, assumptions and methods of testing them plus the effects of mind sets, bias and personal perspectives on intelligence analysis are major features of our courses. While emphasizing the use of creative approaches which will generate imaginative ideas, we superimpose analytical methods to provide structure and leave an audit trail. In our current class for DDI Career Trainees, we recently presented a panel of retired senior officers who have previously worked on estimates as National Intelligence Officers or members of the former Board of National Estimates. They provided useful insights on the estimative process as well as perceptions on the evolution of estimates within the Intelligence Community.

4. In paragraph two of reference you suggest a series of seminars. We do not today address the historical aspects except in the quick general review noted above or in case histories. I fear that the limits on time and resources and the urgency we feel in making this training quickly available make such studies difficult in our routine courses. I agree, however, that an examination of these topics should be a stimulating and valuable educational effort. In coordination with the DDI, we shall inquire into possible approaches--via special seminars offered by Intelligence Training or, perhaps, seminars for CIA and Community via the Center for the Study of Intelligence. We shall keep you informed on our progress.

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